



Board of
Examiners

August 2005



Update

2005 Award Applications Received and Forwarded to Stage 2

A total of 64 organizations have applied for the 2005 Malcolm Baldrige National Quality Award (MBNQA). One manufacturing company, 6 service companies, 8 small businesses, 16 education organizations, and 33 health care organizations sent in applications by the May 26 deadline.

On July 28, 2005, the MBNQA Panel of Judges reviewed data on the stage 1 scoring of these applications and selected 36 organizations to send to Stage 2, Consensus Review. One manufacturing company, 3 service companies, 3 small businesses, 8 education organizations, and 21 health care organizations will now be assessed by a team of Examiners in order to come to consensus on one score for each Criteria Item in their applications. The Judges will meet again September 15, 2005, to determine which of these organizations should move on to Stage 3, Site Visit Review. Award recipients will be announced in late 2005.

Vice President and Secretary of Commerce Honor the 2004 Baldrige Award Recipients

On July 20, 2005, the four 2004 Baldrige Award recipients were honored by Vice President Richard B. Cheney and Secretary of Commerce Carlos M. Gutierrez at the Omni Shoreham Hotel in Washington, D.C.

Amidst great applause and noise makers, Cheney and Gutierrez presented awards to The Bama Companies, Inc., of Tulsa, Oklahoma (manufacturing category); Texas Nameplate Company, Inc., of Dallas, Texas (small business category); Kenneth W. Monfort College of Business, of Greeley, Colorado (education category); and Robert Wood Johnson University Hospital Hamilton, of Hamilton, New Jersey (health care category). "It's been said that more than any other program, the Baldrige Quality Award is responsible for making quality a national priority and disseminating best practices all across the United States," Cheney said. "To receive this honor is to become a role model and standard-setter for organizations of every kind, as well as . . . a source of pride to our entire country."

The ceremony was emceed by Gutierrez, who thanked the Board of Examiners, Panel of Judges, Foundation for the Malcolm Baldrige National Quality Award, and Board of Overseers for their commitment to the Award and to quality in the United States. He said the United States is the fastest-growing major industrial economy in the world, and the Baldrige Award recipients are "models for what a commitment to excellence can accomplish." He added that the recipients are a source of pride for everyone and every industry across the United States.

Each of the recipient representatives addressed the audience. Paula Marshall-Chapman, president of The Bama Companies, Inc., said, "It is my great honor to represent those who received this award, the Bama family of people who embrace the challenge to be 'People Helping People Be Successful' every day. . . . I want to thank each and every one of you in the Bama family. Without your dedication to our customers, our community, and to each other, this day would not be possible." She added, "I also want to thank our customers. Without your high expectations and steadfast partnership, we would not be here today."

Dale Crownover, president and CEO of Texas Nameplate Company, Inc., said, "[By] doing business 'The Baldrige Way,' we changed our leadership system from managers telling employees what to do, to co-workers listening to each other. . . .



We believe it is time, and we are prepared to work with [the George W. Bush] Administration and Congress, to find ways to provide better and continuing incentives for all organizations to participate in Baldrige Programs. Like our Texas forefathers at the Alamo, we want to draw a line in the sands of time and invite all organizations to join us in building a better world for our children and grandchildren and encourage the next generations to pursue happiness by doing business 'The Baldrige Way.'"

Joe F. Alexander, dean of Kenneth W. Monfort College of Business, said, "It is a privilege to accept this award on behalf of the Monfort College's faculty, staff, students, alumni, and friends. We are here because of their continued commitment to performance excellence and investment in the approach of viewing yesterday's performance as an opportunity for a better tomorrow." Alexander added, "Most of all, I want to thank our Monfort College of Business employees, our University of Northern Colorado colleagues, and the Monfort family. Their unwavering commitment to performance excellence improvement and to preparing the next generation of business leaders makes 'Building Business Excellence' so much more than just a slogan."

Christy Stephenson, president and CEO of Robert Wood Johnson University Hospital Hamilton, added, "It is a great honor to be here today representing the health care industry and Robert Wood Johnson University Hospital Hamilton, New Jersey. . . . The blue Hs (posters employees held in the audience) represent what has made our hospital successful—our people. . . . It is their passion and commitment that have transformed our hospital." Stephenson recognized three staff members who "make the world a better place": she recognized Maury Perilli for his commitment to the community, Dr. Feroz Safdar for his passion for quality of patient care and drive, and Cheryl Prall for her dedication as a nurse educator.

Cheney recalled Malcolm "Mac" Baldrige as an optimist who served in Ronald Reagan's Cabinet as American companies were recovering from the high inflation, weak productivity, and slow growth of the 1970s and now faced aggressive competition from abroad. Yet Baldrige felt that "a renewed focus on quality would restore this nation's competitiveness and lead directly to greater productivity, higher sales, and a better standard of living in the long run." Cheney added that for the last 17 years, the competition for the Malcolm Baldrige National Quality Award "has inspired organizations in every part of the country to strive for excellence across the board. It has become a tradition in America to set Baldrige goals, to apply Baldrige principles, and to seek Baldrige recognition."

Cheney concluded his speech by once again congratulating the recipients. "For all the changes that come along in a dynamic, free-market economy, some things must never change—the drive to excel, the character to persevere against difficulty, and the willingness to outwork and outperform the competition, whether it's across town or around the globe. Becoming a Baldrige honoree represents far more than simply winning a prestigious prize in a single year. It represents an ongoing commitment, year in and year out, to delivering a good product or service, following a good plan, and putting good people in place to get the job done. Once again, we found four organizations that are meeting the challenge in absolutely superb fashion. The nation is proud of their efforts, and again we want to congratulate all of them."

1,000th Baldrige Applicant Recognized



During the 2005 Award cycle, the application deadline for which was May 26, 2005, the Baldrige Program received its 1,000th applicant—the Jenks School District, in Jenks, Oklahoma—which was honored by Gutierrez and Education Assistant Secretary for Post-Secondary Education Sally L. Stroup in a small ceremony on July 20, 2005. Kirby A. Lehman, superintendent of Jenks Public Schools, and Diane M. Bosworth, assistant superintendent, granted permission for the school district's status as the 1,000th applicant to be made public and accepted a facsimile check representing the refund of its application for the Baldrige Award application fee.

"I am very pleased that our 1,000th applicant represents the nation's education system," said Harry Hertz, director of the Baldrige National Quality Program (BNQP). "The future competitiveness of U.S. business is dependent upon

Update

a highly educated work force, and schools using the Baldrige Criteria are demonstrating significant continuous improvement in educational outcomes.”

“Jenks Public Schools began its quality journey 10 years ago. It was a natural outgrowth of our progress to complete and submit an application for the Malcolm Baldrige National Quality Award,” said Lehman. He added, “The process verified our progress and helped us develop and implement additional processes for continuous improvement.”

Between 1988 and 2004, there have been 343 manufacturing applicants (25 Award recipients), 164 service applicants (13 Award recipients), 326 small business applicants (15 Award recipients), 83 education applicants (5 Award recipients), and 83 health care applicants (4 Award recipients). In 2004, the total number of applicants for the Award was 999; in 2005, the Program received 64 more applications, including the 1,000th application from the Jenks School District.

2004 Board of Examiners Recognized



Midge Baldrige, widow of Malcolm Baldrige; Roy A. Bauer, chair of the 2005 Panel of Judges; E. David Spong, former chair of the Board of Overseers; Hratch G. Semerjian, acting director of the National Institute of Standards and Technology (NIST); and Hertz expressed their appreciation for the Board of Examiners who make the Baldrige Awards possible. Examiners were recognized at an afternoon ceremony on July 20, 2005, at the Omni Shoreham Hotel in Washington, D.C.

Midge Baldrige reminisced about her husband, the twenty-sixth U.S. Secretary of Commerce, describing him as a man who valued honesty, simplicity, and human action. She said his favorite business motto was “underpromise and overdeliver” and said he would be proud that the Baldrige Awards have become such meaningful prizes for the country.

Bauer said that as a former Examiner and now a Judge, his appreciation for the Baldrige process and the hard work that Examiners do has grown. He said the quality of the site visit reports Examiners produce has been wonderful, and he thanked the Examiners for their commitment, saying that being an Examiner has allowed him not only to network with others but to develop life-long friendships.

Spong thanked the Examiners on behalf of the Board of Overseers and also gave his personal thanks: “If today is really the icing on the Baldrige cake, then you baked the cake. Without you, there is nothing. You could not be paid enough to do the job you do.” Spong said the feedback he received as a Baldrige applicant was incredible, and he thanked the Examiners for their hard work and for allowing applicants to really tell their stories.

Semerjian said that Baldrige Award recipients are admired worldwide and that the Award improves not only our nation but also its economic strength and prosperity. He asked the Examiners present to give themselves a round of applause for a job well done. “Without you,” he told the Examiners, “we could not have a Baldrige Award. The commitment you demonstrate is just unbelievable. Thank you for your extremely generous contributions of time, energy, and expertise.” Semerjian also thanked Examiners for the national and international outreach they do on behalf of the Program by encouraging organizations to use the Criteria and apply for the Award and by encouraging colleagues to apply to become Examiners.

Hertz concluded the recognition ceremony by asking what would happen if one thousand years from now the Baldrige Criteria, an application, and a scorebook were found among ancient ruins. He said people who found these documents would assume that those Examiners involved with the Baldrige Program were detail-oriented, chose words carefully, wrote very intelligent comments, and were kind in their efforts to improve organizations. He was joined by Jamie Ambrosi, acting deputy director of the Baldrige Program, in thanking all who contribute to the Program’s success.

Secure Web site Greeted Enthusiastically

Examiners are now submitting their Baldrige scorebooks and other confidential Baldrige evaluation materials safely over the Internet. All Examiners have been assigned a unique identity and password to access *examinerdepot*, a secure Web site where they can upload and download their own scorebooks, as well as those of their consensus and site visit teammates, if their applicant moves forward. The secure Web site was first used in 2004 as a pilot for three Examiner teams.

The introduction of *examinerdepot* is the first step in reducing the need for paper copies of documents; however, in 2005 (the first year for full implementation of this process) some of the Award cycle steps will require that Examiners submit their information in hard copy and on CD/disk, as well as upload it to *examinerdepot*. Ultimately, *examinerdepot* will eliminate the need for Examiners to fax or FedEx their Baldrige materials throughout the Award process, a goal that everyone involved in the process—Examiners, Alumni Examiners, and BNQP staff—supports enthusiastically.

Just-In-Time Training Materials Available for Consensus and Site Visit

Web-based reference materials will be offered on the Baldrige Examiner Preparation Resource Center Web page (www.baldrige.nist.gov/Examiner_Resources.htm) again this year. These materials provide Examiners with helpful and timely resources that address concepts and processes associated with the consensus and site visit stages of evaluation. The consensus resources were available in late July; site visit resources will be available in late September.

BNQP Establishes Collaborations

Central components of BNQP's mission include educational and outreach activities to increase knowledge of the Baldrige Criteria, so that organizations can improve their performance. To that end, BNQP has established several collaborative relationships over the years to promote the Program and to encourage as many organizations as possible to use the Criteria not only as a management tool to achieve performance excellence but also to apply for the Award. These collaborations are meant to reach as many organizations as possible, without excluding any interested organizations.

Organizations for collaboration are selected based on their willingness to capitalize on the combined resources of both the Baldrige Program and the collaborating organization to educate the business, education, or health care communities on the benefits of improving organizational performance. The Baldrige Program looks at selecting those organizations that will have the greatest impact, can reach large audiences, and have the greatest chance for success in helping to disseminate the message about the benefits of using the Baldrige Criteria to improve performance. The Baldrige Program also tries to screen out those programs that exclude interested parties. As with all the processes associated with the Baldrige Program, we scrutinize all collaborations against conflict of interest requirements, so that the integrity of the Program is not compromised.

As a result of discussions with the Board of Overseers, the Baldrige Program identified the purpose, focus, and criteria for establishing collaborations, which are detailed below and are available on the Baldrige Program's Web site at www.baldrige.nist.gov.

Purpose of any collaboration

Capitalize on the combined resources of BNQP and collaborating organization to bring value to both organizations and to educate communities about the benefits of using Baldrige for improved organizational performance

Primary focus of any collaboration

Help increase awareness of the benefits of using the Baldrige Criteria to improve organizational performance

competitiveness

Update

Criteria for establishing collaborations

1. Must bring new value to BNQP and to the collaborating organization
2. Must provide a strategic benefit that directly links to the Baldrige Program's strategy
3. Must consider ease of implementation and ensure the costs to implement will provide maximum benefit to the organizations
4. Should provide an opportunity to improve existing relationships or build new ones
5. Must not be exclusive or exclusionary and must be developed on a voluntary basis
6. Can be developed for short-term needs and not necessarily for the longer-term

The Criteria Evolve

Since the first edition of the Criteria for Performance Excellence was released in 1988, with its 42 Items, to the current edition with 19 Items, the Baldrige Program has strived to ensure that the Criteria "always reflect the leading edge of validated management practice" (Arnold Weimerskirch, chair, Panel of Judges, 1993–1994). The early editions of the Criteria were reflective of a "manufacturing improvement model"; the current Criteria are more of an "organizational systems improvement model."

To ensure that the Criteria do reflect current needs, the Baldrige Program continually gathers and analyzes information from various sources that include input from Examiners who attend the annual training sessions, Web-based questionnaires, input from the Program's stakeholders, and the outcomes of the annual Improvement Day that is held in Gaithersburg, Maryland, each July. Annually, this input is sorted and reviewed to develop the first draft of the Criteria that is then sent to numerous external reviewers for input and advice. The comments received from these reviewers are analyzed, and the final version of the Criteria is published.

All of the input received is important to the Program and although all "voices are heard and listened to," not all input is incorporated into the Criteria. Each major revision cycle has areas of focus for revision, and comments not related to focus areas, if not urgent, may be used for consideration in future revisions. There are times when the comments received conflict with each other, and each position is considered carefully before making a decision on how the Criteria should be changed.

2005 Board of Examiners Trained

Congratulations to the 2005 Board of Examiners!

During the month of May, a total of 535 members of the Board of Examiners completed the Examiner Preparation Course. Of these, 95 Examiners also completed Senior Examiner training, and 187 completed the new Examiner orientation. This year's board includes 184 new Examiners, 197 returning Examiners, 95 Senior Examiners (including 39 new Seniors), 45 Alumni Examiners, and 10 Judges. We also were fortunate to have a special guest from the Board of Overseers, 2 representatives from the Australian Business Excellence Awards, and 1 representative of the Indonesian Organization for Quality join us for training.



A significant change for Examiner Preparation this year was the temporary relocation from the NIST campus to the Bolger Center for Leadership Development Training and Conference Center in Potomac, Maryland. The Bolger Center offered a full-service conference and training facility. Positive feedback from attendees focused on the beautiful grounds and the convenience of the training rooms in relation to the lodging and dining facilities. Opportunities for improvement addressed the small size of the sleeping rooms and poor customer service from the hotel staff.

We provided Examiners with Continuing Education Unit (CEU) letters in their certificate folders that they received at the end of training. These folders also contained a formal certificate and a personalized press release that Examiners can use. Moreover, the American Society for Quality (ASQ) is now accepting photocopies of Examiner training certificates as validating documentation for receiving ASQ recertification units. Examiners are cautioned not to misplace these certificates because NIST cannot replace them.



We extend a special thanks to the Judges, Alumni, and Senior Examiners who served as facilitators for the 2005 training sessions. The facilitators for the New Examiner Orientation were Jackie Beede, Gary Floss, Sherril Gelmon, Jon Gray, Laura Huston, Brian Lassiter, and Sharon Miletich. The Examiner Preparation facilitators were Diane Akers, Roy Bauer, Maryann Brennan, Ann Burns, LaWanda Burwell, Debbie Collard, Ray Emery, Joel Ettinger,

Paul Grizzell, Denise Haynes, Steve Hoisington, John Jasinski, Kathy Jenson, Brian Lassiter, John Latham, Jeff Lucas, Sharon Miletich, Joe Muzikowski, Deb Myers, Jane Rada, Maureen Travalini, John Vinyard, and Gail Willette. The Senior Training facilitators were Roy Bauer, Paul Grizzell, John Jasinski, and Maureen Travalini.

Alumni Program Continues

Forty-five Alumni evaluated an application at stage 1, are working with an Examiner during the stage1 feedback process, and serve as an emergency pool of Examiners for all three stages of the 2005 Award cycle. In addition, Alumni Examiners may be asked to participate in a number of other tasks, such as reviewing training materials or representing the Award Program as ambassadors.

Recipients Shine at the QE XVII Conference



The 2004 Baldrige Award recipients were showcased at The Quest for Excellence XVII® Conference (QE XVII), held at the Marriott Wardman Park Hotel in Washington D.C. on April 10–13, 2005. The conference featured The Bama Companies, Inc. (manufacturing category); Texas Nameplate Company, Inc. (small business category); Kenneth W. Monfort College of Business (education category); and Robert Wood Johnson University Hospital Hamilton (health care category). In attendance were 1,140 people interested in performance excellence. In addition, two preconference workshops were conducted on Sunday afternoon, as well as a meeting of the state and local quality award programs.

Phillip Bond, then undersecretary for technology for the U.S. Department of Commerce, and Semerjian, acting director of NIST, were present to recognize the 2004 Award recipients on Monday morning. The conference featured three days of plenary, concurrent, and town hall sessions, as well as multiple networking opportunities. The plenary sessions included presentations from each recipient on their Organizational Profile and leadership system, as well as on their journey to performance excellence and lessons learned. Question-and-answer panels followed these presentations. The concurrent sessions addressed Criteria Categories 2 through 6 and applying for the Baldrige Award. Attendees could track an Award recipient, track a Criteria Category, or both.

In addition, town hall question-and-answer sessions organized by sector featured many past Award recipients, including Baptist Hospital, Inc.; Boeing Aerospace Support; Caterpillar Financial Services Corporation U.S.; Community Consolidated School District 15; Medrad, Inc.; Operations Management International, Inc. (OMI); The Ritz-Carlton Hotel Company; Saint Luke's Hospital of Kansas City; and Stoner, Inc.

During the service industry sessions, Boeing Aerospace Support, Caterpillar Financial Services Corporation U.S., OMI, and The Ritz-Carlton Hotel Company also presented on special topics.

Update

Michael Wirth-Davis, president and CEO of Goodwill/Easter Seals Minnesota, was the keynote presenter Wednesday morning.

QE XVII was jointly sponsored by ASQ, the American Society for Training and Development (ASTD), and NIST.

For those who were unable to attend QE XVII, the conference materials are available from ASQ by calling (800) 248-1946. The materials include a CD/DVD set with the conference videos, slides from the presenters, and other conference and educational materials; a VHS tape with the conference videos; and the full conference bag set. Audio tapes of the presentations are available through Audio Archives by calling (800) 747-8069.

The Quest for Excellence XVIII will be held April 23–26, 2006, at the Hilton Washington in Washington, D.C.

Planning Continues for the 2005 Regional Conferences

The 2005 Regional Conferences will take place on September 1 at the JW Marriott Grande Lakes Hotel in Orlando, Florida, and September 28 at the Sheraton Bloomington Hotel, Minneapolis South, in Bloomington, Minnesota. The conferences are being co-sponsored by the Florida Sterling Council, the North Carolina Awards for Excellence, the Minnesota Council for Quality, and the Kansas Award for Excellence.

Both conferences will feature plenary session presentations from the senior leaders of three of the four 2004 Award recipients—The Bama Companies, Inc.; Kenneth W. Monfort College of Business; and the Robert Wood Johnson University Hospital Hamilton—as well as concurrent and town hall sessions featuring current and past Baldrige Award recipients. Back by popular demand will be a preconference workshop for Baldrige beginners. Check www.baldrige.nist.gov for the most current information on the Regional Conferences.

Spong Says Baldrige Works!

E. David Spong has the distinction of being the only person to lead two Award recipient organizations in different sectors. He was president of Aerospace Support for Boeing Integrated Defense Systems, a 2003 Award recipient in the service category, and he served as vice president and general manager of Boeing Airlift and Tanker Programs (A & T), a 1998 Baldrige Award recipient in the manufacturing category. He shared his experience and observations at a June 16, 2005, presentation for NIST's Technology Services Seminar Program.

Spong recounted the performance excellence journey for both of these Award recipient organizations and his related progress from a Baldrige nonbeliever to a Baldrige “zealot.” While these subunits shared the same parent organization, they were at different levels of maturity when they started their performance improvement efforts. When A & T started its journey in 1992, this manufacturer of heavy-lift aircraft for the military had about 8,000 employees located in seven states and was in the early stages of developing and deploying systematic, effective processes. The organization started using the Baldrige Criteria to effect a major turnaround. When Spong started working with Aerospace Support in 2000, it was a complex but stable organization with more than 12,000 employees in 130 locations around the world, and the goal was to improve through Baldrige.

Although improvement approaches were tailored to these disparate needs, there were several similarities. Perhaps the most important elements for both organizations were leadership and people. Spong stressed that senior leaders must lead by example and that, without integrity, other organizational values are meaningless. Equally important is motivating and empowering employees—the people who do the “real” work of the organization. Spong compared this interaction to making soup: the employees are the soup, the pot is the Baldrige framework, senior leaders supply the heat to make it cook, and the end product—in addition to lunch—is outstanding business results.

Spong observed that if you want a different outcome, you must change either the process, the product, or both. To effect change, both organizations moved from internal improvement efforts to applying for state and local awards and then to applying for the national Baldrige Award. And finally, this former chair of the Board of Overseers of the Malcolm Baldrige National Quality Award and current member of the Board of Directors for the Baldrige Foundation shared the overall lesson learned from his experience: Baldrige works!

Being an Ambassador for the Baldrige Program

Article submitted by former Judge and Senior Examiner Kay Kendall

Like many of you, I've sat through the Examiner training presentation when we are overwhelmed with outreach materials and encouraged to take on the role of "Baldrige ambassador." Often this presentation comes late in the overall training program when I am anxious to get everything packed up in my FedEx box, so that I can avoid checking luggage on my trip home. For years, after I returned home and when the FedEx boxes arrived, I took out all of the materials, put them on my "Baldrige" shelf, and promptly forgot about them until the next stage in the Baldrige cycle.

However, several years ago, I really started thinking about the word "ambassador." I had been reading a lot of historical nonfiction material, particularly about the early years of American independence. During that time, the statesmen and leaders who went to Europe as ambassadors to gain support for our fledgling nation made all of the difference to our ultimate survival as a country. In that context, I had to confess that I had not been much of an ambassador for Baldrige.

I established an objective for myself that included specific outreach efforts across three broad categories of people: (1) those who truly understand Baldrige and support it, (2) those who have no awareness of Baldrige, and (3) those who *think* they understand Baldrige and reject it. I focused on the last two categories. In the case of those who are not aware of Baldrige, I looked for opportunities to speak at conferences or professional society meetings outside of the usual quality arena—for instance, at a manufacturing symposium, at an engineering society meeting, and at the Society for Human Resource Management's (SHRM's) diversity conference.

In the case of those who reject Baldrige as being irrelevant, I used stealth. With groups whose knowledge of Baldrige dated back to the Criteria of the late '80s, I presented the startling changes that have been incorporated over the years. I made proposals for presentations that didn't include "Baldrige" anywhere in the title or the description. I found that by presenting a systems view of the topic on which I was speaking, I ultimately came to my underlying message and never failed to include the famous "Baldrige Burger" as a closing visual.

Each of us can make a difference as Baldrige ambassadors. For every Award recipient, there are multiple naysayers who dismiss the Criteria before they ever understand them well enough to make an informed decision. Let's extend our efforts to these more challenging audiences, whether openly or in a stealth mode. Our messages are powerful, and we can be compelling in our ambassadorial roles because we've seen them firsthand—in the Criteria, in the Baldrige Award process, and in the Award recipients. Our message can be as follows:

- Using the Baldrige Criteria provides a systems perspective in any type of business or sector for building high-performing organizations that deliver results to be competitive.
- The Baldrige Criteria and framework incorporate the best business practices. Baldrige always has been on the leading edge of enlightened management practices and always will be.

In many respects, I think that America is at another crossroads, like the days when it struggled for independence. Will we remain vital in the business sector, with competitive products, services, and job growth? Will we improve health care in both cost containment and quality of care? Will we ensure that our educational systems support real learning and achievement for all students at all levels? And, as we expand to include nonprofit, will we capitalize on the lessons learned from the other sectors to make them focus on delivering stakeholder needs in a manner that most efficiently uses their resources? We have the opportunity as ambassadors to serve by helping others see the power of Baldrige in addressing those challenges.

So, what's your personal commitment to being a Baldrige ambassador?

See below for information on the 2005 BNQP Slide Set for speakers.

Update

Baldrige Office on the Road

Upcoming events where the Baldrige Program will be exhibiting include the American Society of Association Executives Conference in Nashville, Tennessee, August 13–16; the Association of Small Business Development Centers Conference in Baltimore, Maryland, September 6–9; the National Association of Healthcare Quality Conference in New Orleans, Louisiana, September 17–20; the Industry Week Smart Manufacturing Show in Bloomingdale, Illinois, September 19–21; the National Quality in Education Conference in Miami, Florida, November 13–15; the Defense Manufacturing Conference in Orlando, Florida, November 28–December 1; and the Institute for Healthcare Improvement Conference in Orlando, Florida, December 11–14. You can keep track of future events where BNQP will be presenting or exhibiting at www.baldrige.nist.gov/BNQP_Exhibit_Schedule.htm.

New Outreach Materials Available

New and/or updated materials are now available to help you spread the word about Baldrige to new audiences. Copies of the updated *Getting Started* brochure and the BNQP slide set can be obtained by calling our Customer Service Desk at (301) 975-2036 or by e-mailing nqp@nist.gov. The QE XVII materials are available from ASQ (see article above).

Getting Started With the Baldrige National Quality Program: A Guide to Self-Assessment and Action Planning:

BNQP's *Getting Started* brochure has been updated to reflect the 2005 Criteria. The brochure highlights the tools and resources available to help organizations with self-assessment.

2005 BNQP Slide Set and Frequently Asked Questions (FAQ): The slide set (with speakers' notes) contains ten different presentations, including Program overview, Program impacts, and modules for the different Criteria. The FAQ contains answers to numerous tricky questions. A CD-ROM containing both products was distributed to Examiners with their stage 1 applications; additional CDs are available upon request.

QE XVII Conference Materials: This year QE attendees received a bound book and a CD/DVD set with the conference proceedings. The CD/DVD set included two versions of *The Quest for Excellence XVII* video: the short version featured at the conference and the long version that features more in-depth information on each Award recipient. The CDs also include Award recipients' slide presentations, application summaries, and Web site links to the 2004 Award recipients and NIST.

The entire set of conference materials, packaged in The Quest for Excellence Conference bag (faux leather), may be purchased for \$59.95 from ASQ by calling (800) 248-1946; faxing (414) 272-1734; or e-mailing cs@asq.org. Reference Item No. T1505. The CD/DVD set may be purchased for \$35; reference Item No. T1504. Shipping and handling charges are extra.

2005 Landmark Dining, Inc., Case Study: This year's case study features the fictitious Landmark Dining, Inc., a family-owned and operated steak and seafood restaurant in south Texas that has just begun a new home meal delivery service. Examiners and Alumni attending the 2005 Examiner Preparation Course evaluated the Landmark Dining, Inc., Case Study, which provided many valuable lessons as a result of their discussions. The case study demonstrates the form and content of a small business Award application by providing information requested in the seven Categories of the 2005 Criteria for Performance Excellence. This year's Case Study Writing Team was challenged to develop a case study that would feature a realistic small business with some role model practices and be high scoring. The team tried to emphasize the role of the customer and value creation processes. The fact that Landmark Dining, Inc., was family-owned with innovative leadership made governance an important consideration. The case study was designed to force trainees to think about what benefit-of-the-doubt considerations may be made for a small business applying for the Baldrige Award.

Not all Criteria requirements are fully addressed well in the case study. Because the main purpose of the case study is to familiarize Examiners with the Baldrige Criteria, gaps reflect opportunities for improvement that Examiners could encounter in evaluating an actual Baldrige Award application. Case study authors were Jackie Beede (co-team leader), Laura Huston (co-team leader), Bruce Beede, Jon Gray, Henry Grimmick, Barry Johnson,

Carol Knight-Wallace, Geri Markley, and Rebecca Winters. Kay Kendall served as technical editor, providing editorial comments about case study content. Diane Akers, Rodney Bogash, Peter Langlois, and Nancy Mlinarik provided expertise in the restaurant industry and on the Baldrige Criteria.

A Consensus Team evaluated and scored the Landmark Dining application to serve as a baseline for Examiner training. The team (also known as the School Scorebook Team) comprised Ray Emery (team leader), Ann Burns, Paul Grizzell, Denise Haynes, Kathy Jenson, Jeff Lucas, Jane Rada, and Gail Willette. Kay Kendall also served as a scorebook editor.

The Program wants to thank these volunteers for their tremendous efforts at creating these materials and for supporting the Baldrige Program.

2005 Case Study Packet: On July 15, the 2005 Case Study Packet became available on the BNQP Web site (www.baldrige.nist.gov). Featuring material used in the 2005 Examiner Preparation Course, the packet will be of special interest to any organization, especially any small business, committed to performance excellence. In addition to the *Landmark Dining, Inc., Case Study*, the packet includes an *Executive Summary*, the *Landmark Dining, Inc., Scorebook*, and the *Landmark Dining, Inc., Feedback Report*. The packet is used in conjunction with the *2005 Criteria for Performance Excellence* booklet and the *2005 Scorebook for Business, Education, and Health Care* (also available on the Baldrige Web site) to illustrate the 2005 MBNQA application and evaluation processes. In addition to their use in Examiner training, Case Study Packet materials also are used by state and local quality award programs, organizations doing self-assessments, and potential applicants for the Baldrige Award.

NIST News

Dr. William Jeffrey has been appointed by President George W. Bush and confirmed by the U.S. Senate as the thirteenth director of NIST. Jeffrey is formerly the senior director for Homeland and National Security and the assistant director for Space and Aeronautics at the Office of Science and Technology Policy with the Executive Office of the President. He previously served with the Defense Advanced Research Projects Agency, where he was the deputy director for Advanced Technology. Jeffrey succeeds Arden Bement as NIST director; Bement is now the director of the National Science Foundation.

Mike Berry of the Award Process Team (APT) left BNQP on April 15. Berry had been with APT since starting with NIST in October 2001. He was APT's feedback lead for two years, working on feedback-related tasks with ASQ, recruiting Examiners to serve as feedback writers, and helping to manage the process for ensuring that applicants receive their feedback reports in a timely manner. For the past two years, Berry managed the eligibility process, advising potential applicants regarding Award eligibility requirements, preparing the *Baldrige Award Application Forms*, and processing eligibility applications. More recently, Berry was responsible for preparing the blank scorebook used by Examiners for training and applicant evaluation.

Berry is currently employed as an evaluator with the Office of the Inspector General, National Geospatial Intelligence Agency in Bethesda, Maryland. The Program sends Mike our best wishes!

Jayson Diggs of the Administrative Support/Electronic Information Team left BNQP on April 15 for another opportunity at NIST. For the Baldrige Program, he worked as an administrative assistant and supported a number of projects including feedback, travel, and time and attendance. He is now employed as a group secretary for NIST's Manufacturing Engineering Laboratory. The Program sends Jayson our best wishes!

Cassandra Ellis of the Outreach and Communications Team (OCT) left BNQP on March 25. Ellis had been a member of the BNQP staff for more than six years, spending almost five years on the Administrative Support/Electronic Information Team, and then transitioning to OCT as a member of the customer service staff. Her willingness to help and positive attitude contributed to the success of many office processes including feedback, Improvement Day, conferences, and process improvement.

We wish Ellis luck at the National Institute of Health/National Institute of Allergies and Infectious Diseases, where she reports to have "found a lot of Baldrige processes to be very useful" and has received encouraging feedback on implementing Baldrige ideals in her new office setting.

Update

Renée Norris joined the Examiner and Staff Development Team in April as an education specialist. She possesses an extensive background in health care, with almost thirty years of nursing experience. Most recently, she was employed by a contractor providing patient safety training to facilities within TRICARE, the Department of Defense's Military Health System. Currently, she is completing a master's degree in adult education.

Away from work, Norris enjoys spending time with family and friends, growing orchids, caring for her various pets, and planning her next home improvement project. You can reach her at (301) 975-6323 or via e-mail at renee.norris@nist.gov. Welcome, Renée!

Christine Schaefer joined the Publications Management Team as a writer/editor in February 2005. She comes to BNQP after six years with the United States Conference of Catholic Bishops (USCCB), where she was a managing editor of USCCB Publishing, the division that publishes Vatican documents and book-length statements and teaching resources. Schaefer's love of editing was cultivated in her extracurricular work on a collegiate newspaper and magazine when she was an undergraduate at the University of Virginia. Her first professional editorial position was with the National Association of Elementary School Principals (NAESP). In her eight years of writing and editing for NAESP's *Principal* magazine, her role evolved from assistant editor to associate editor to senior editor. She also produced a newsletter on middle school education for the association. Educational research on the social and moral development of children and youth inspired her thesis topic—on school-based, intergenerational mentoring—during her master's degree studies at Georgetown University.

Beyond the work week, Schaefer has served for a number of years as a community volunteer, including teaching and mentoring assignments. Recently, she has been especially busy at home with her two lively toddlers and energetic dog (whom she refers to collectively as "my three monkeys"). She may be reached by telephone at (301) 975-4453 or by e-mail at christine.schaefer@nist.gov. Welcome, Christine!

Cheryl Shibley began in March with the Administrative Support/Electronic Information Team. Shibley comes from NIST's Biotechnology Division, where she worked for the past four years, and before her federal service she worked for the University of Maryland System Service Center for 11 years. In her free time, she enjoys spending time with her family, kickboxing, and training in pilates. Shibley looks forward to working with good people and getting to know the Examiners. Her telephone number is (301) 975-8070, and she may be reached via e-mail at cheryl.shibley@nist.gov. Welcome, Cheryl!

Nancy Young began in April with the Administrative Support/Electronic Information Team of BNQP. She comes from Hughes Network Systems, where she served as a senior department coordinator for four-and-a-half years, and before that she worked for *The New York Times* in the Washington/Baltimore regional distribution office for 13 years. She has an associate's degree from Montgomery College in general studies and has worked as an administrative assistant for more than 20 years. In her free time, Young enjoys dabbling in jewelry making, sewing, crafts, traveling, snow skiing, concerts, theater, reunion weekends with friends—both old and new—and living on a horse farm. Nancy looks forward to learning about the entire Baldrige Award process and says it has been a pleasure joining such a great team. Her telephone number is (301) 975-5307, and she may be reached via e-mail at nancy.young@nist.gov. Welcome, Nancy!

Update

The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

Editor Dawn M. Wilcox, NIST (301) 975-3074
E-mail: dawn.wilcox@nist.gov

Contributors Marilyn Barstow, Mary Bostwick, Sandra Byrne, Jacqueline Calhoun, Denise Coursey, Kay Kendall, Rachel Kinney, LouAnn Ross, Christine Schaefer

This Malcolm Baldrige National Quality Award newsletter is published on an as-needed basis.